



City of Morgantown

Performance Measures

Implementation will begin
October 1, 2013

As a part of the performance measures system, a general vision and mission statement, to include core values was established to guide all City Departments and City Employees.

Mission: To provide outstanding municipal services and support to the citizens, resident, businesses, and institutions of the City of Morgantown based upon the priorities of the City Manager and City Council.

Vision: To develop a City Staff capable of continuous improvement through performance measures (metrics) driven data and visionary proactive leadership. To provide a well-trained and professional staff thoroughly capable of meeting the needs of the citizens, businesses, and higher learning institutions of Morgantown; based upon the priorities established by the City Manager and City Council.

Core Values (of the City Administration and Staff)

Public service is our purpose -It is why we are here.

We commit to provide competent, dependable, and efficient service to all by knowing our job duties, responsibilities, and our city.

Mutual Respect – We will give professional and courteous service to our citizens, visitors, and customers. We will act professionally toward our co-workers, subordinates, and superiors and maintain respect and courtesy in all our operations and dealings.

We will act ethically (we will not lie, cheat, or steal) or tolerate this behavior - We must deal ethically in all situations and bring inconsistency to the attention of leadership wherever it exists. We must also demand high quality products and services from our suppliers and contractors as they represent The City of Morgantown.

We will strive to analyze business practices for accuracy and thoroughness and work to make them as fair and simple as possible.

We value and expect tactful, useful, informative and honest communication among ourselves and with our community. Listening to the needs of our citizens is critical to the communication and problem solving process.

Principals of performance measurement

- All significant work activity must be measured.
- Desired performance outcomes must be established for all measured work.
- Outcomes provide the basis for establishing accountability for results rather than just requiring a level of effort.
- Desired outcomes are necessary for work evaluation and meaningful performance appraisal.
- Defining performance in terms of desired results is how managers and supervisors make their work assignments operational.
- Performance reporting and variance analyses must be accomplished frequently.
- Frequent attention of directors enables timely corrective action of their directorate.
- Timely corrective action is needed for effective management control.

What happens if we don't measure?

- How do you know where to improve?
- How do you know where to allocate or re-allocate money and people?
- How do you know how you compare with others?
- How do you know whether you are improving or declining?
- How do you know whether or which programs, methods, or employees are producing results that are cost effective and efficient?

Good Performance Measures:

- Provide a way to see if our strategy is working
- Focus employees' attention on what matters most to success
- Allow measurement of accomplishments, not just of the work that is performed
- Provide a common language for communication
- Are explicitly defined in terms of owner, unit of measure, collection frequency, data quality, expected value(targets), and thresholds
- Are valid, to ensure measurement of the right things
- Are verifiable, to ensure data collection accuracy

City Manager Performance Metrics

Average Response Time of Cases Submitted to City of Morgantown via Request Partner

Cases submitted online or via mobile application, including City Council requests, will be tracked for response time. Average Response Time is the average number of business days from submission to response.

City Employee - Days Away Restricted or Transferred to include absenteeism.

Days Away Restricted or Transferred (DART) is the number of injuries severe enough to cause Days Away, Restricted, or Transferred from active work per 200,000 hours worked. Current-year benchmarks are not available as they are published by the Bureau of Labor Statistics and not usually available until September of the following year. Absenteeism will be tracked by each Directorate and the Human Resources Specialist once the employee has more than 5 unscheduled absences in 6 month period.

City of Morgantown Performance Metrics

City Employee Safety - Recordable Accident Frequency (RAF) Rate

Recordable Accident Frequency (RAF) rate is a federal Occupational Safety and Health Administration (OSHA) metric. It is calculated by the number of recordable injuries per 200,000 hours worked. Current-year benchmarks are not available as they are published by the Bureau of Labor Statistics and not usually available until September of the following year.

City Employee Professionalism

This metric covers the training of city employees vice position requirements on technical or professional skills to include appropriate safety training. Evaluations from supervisory chain will be included in the employee professionalism metric (to be published, will include customer service and core competencies) as well as annual ethics review. Professional development is journey rather than destination.



MORGANTOWN FIRE DEPARTMENT

MISSION STATEMENT

The Morgantown Fire Department is dedicated to the preservation of life and property within the limits of our skill, ability and resources from the ravages of fire or other unforeseen incidents through the delivery of prompt, professional services to the citizens, visitors and guests of the City of Morgantown.

MORGANTOWN FIRE DEPARTMENT

VISION STATEMENT

It is the vision of the Morgantown Fire Department to provide timely, professional response with qualified personnel to mitigate a wide range of scenarios that threaten the lives, property, or environment of the citizens, visitors and guests of the City of Morgantown. We will work through our authority to help provide safe, code-complaint structures and through our knowledge and experience to educate the public in the dangers of fire.

METRICS

Compliance with National Fire Protection Association standards/WV State Code:

NFPA is the standards-making authority currently utilized by the State of West Virginia for creation of the rules, regulations and ordinances included in the West Virginia State Fire Code. Their documents address all aspects of fire safety and guide the development of professional fire departments.

Response to Incidents: As a guide to our effectiveness, the time it takes to respond to and mitigate an incident lessens the financial impact felt to stakeholders. Quick response, coupled with effective on-scene actions, limits the amount of damage that may occur and therefore lessens the expense of remediation.

Hours of Training: While the number of hours for each individual firefighter varies, it is imperative that the firefighters train as a group. Rookie firefighters require many more hours of study time, testing and confirmation that their skill development is satisfactory. Senior firefighters and mid-level officers require training in command and leadership, department administration, and a host of other disciplines to prepare them for promotion into senior roles. Senior members, specialized teams and divisions require ongoing training to maintain certifications and learn new methods. They also require practice sessions to prevent decay of their existing skills.

METRICS

Effectiveness of Fire Code Enforcement: As a division, the Fire Marshals are responsible for all aspects of fire code enforcement and fire investigations. Inspection programs address issues dealing with fire and life safety. Reductions in the number of violations result in improved fire safety, which in turn creates a safer environment for the general public. Investigation into the cause of fires enlightens us as to the specific dangers that exist and provides data when determining topics presented during fire prevention demonstrations.

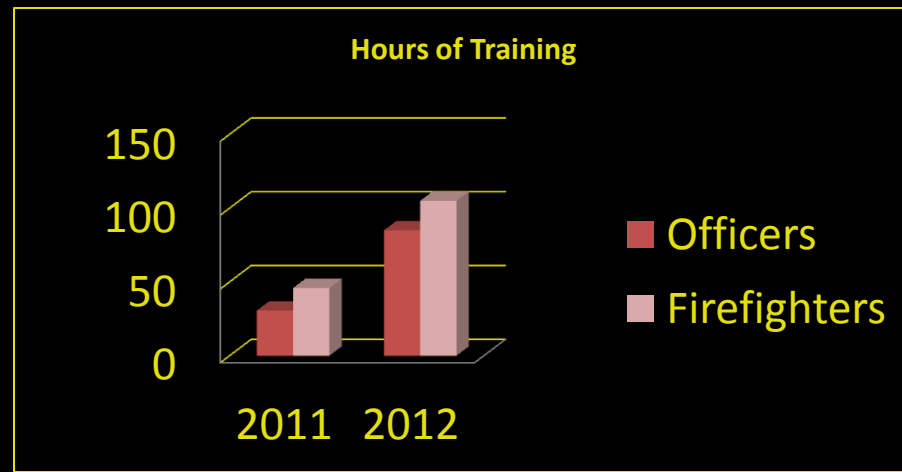
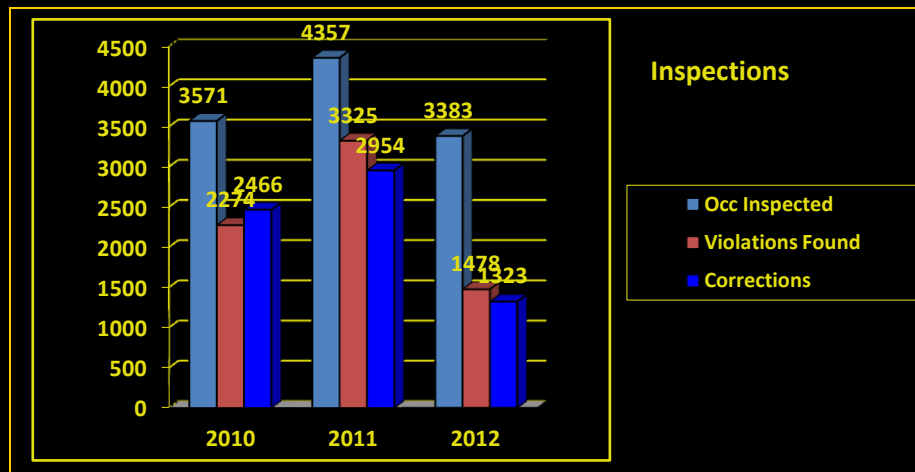
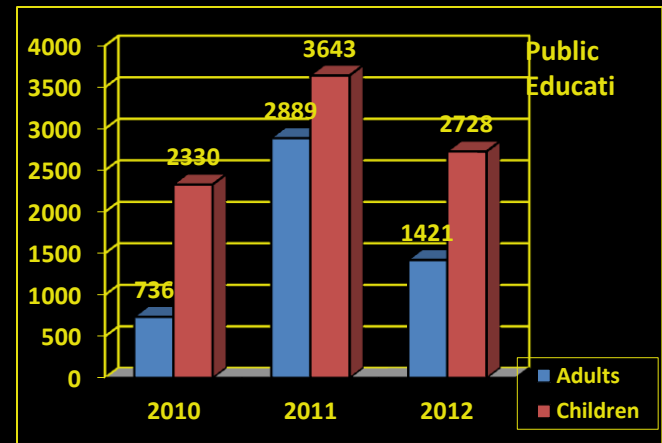
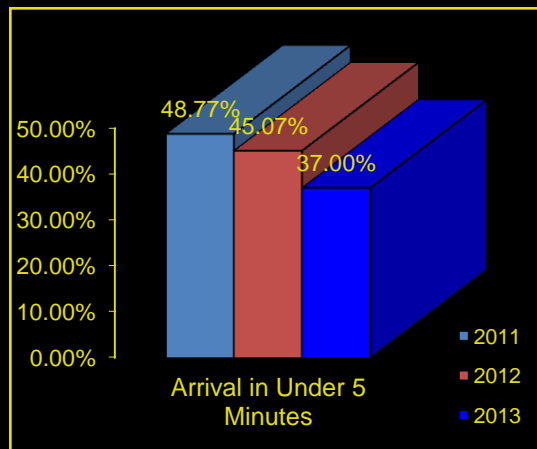
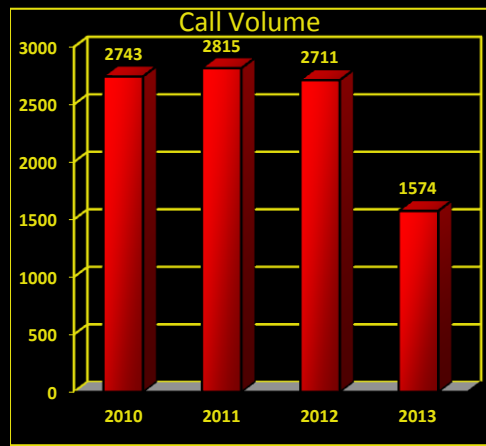
Effectiveness of Fire Prevention Program: From an early age, education concerning fire safety is important. By measuring the number and type of people we reach with our educational programs, we can determine which groups are receiving adequate education and which groups are not. Once these numbers are known, we can adjust our programs to target groups with less than ideal training.

PERFORMANCE MEASURES

Morgantown Fire Department	2010-11	2011-12	% Change	Comment
Compliance with NFPA Standards				
Staffing	12/15 / 80%	12/15 / 80%	0 +- 0%	
Response to Incidents				
Turnout Time	53.5/ 60	54.6/ 60	+.02%	
First unit on scene within 5 minutes	51.84%	43.14%	- 8.7%	
Average Response Time	5:38	6:11	+ :33	
All First Due units on Scene Within 8 Minutes	84.54%	81.38%	-3.16%	
Hours of Training				
Hours of Training Offered by the Department		200		
Hours of Training Taken Through Outside Agencies		---		
Average Training for Rank of Firefighter / Firefighter First Class		105		
Average Training for Rank of Officers		85		
Effectiveness of Code Enforcement				
Total number of Occupancies Inspected	489 / 8.63%	352 / 6.21%	-137/ -2.42%	
Violations Found	3325	1478	-1,847/ -44.4%	
Violations Corrected	2954 88% Correction Rate	1323 89.5% Correction Rate	+1.5%	
Effectiveness of Fire Prevention				
Number of persons attending FP talks	6,782 / 11.3%	4,303 / 7.2%	--2479* / -4.1%	*FFC Dotson replaced FFC Pickenpaugh as FPO



MORGANTOWN FIRE DEPARTMENT





MISSION STATEMENT

Morgantown Police Department

We, the members of the Morgantown Police Department, working with all people, are dedicated to providing outstanding services with integrity, respect and fairness, while providing a safe environment.

Vision:

Increase the training and educational opportunities for departmental personnel enhancing technical and administrative professionalism in order to transition the Department from a Calls for Service Based Agency to an Intelligence Lead Policing Organization.

Metrics

Police Department



Individual Performance Measurement

Individual Performance Metrics are detailed by the WV Training and Standards Commission which establishes minimum guidelines for training and certification. The Morgantown Police Department is in the process of initiating a higher level of performance standards that is within the standards outlined by the Commission for the Accreditation of Law Enforcement Agencies.

	2011	2012	2013
Technical Proficiency	100 % Certification Compliance WV Training Standards	100 % Certification Compliance WV Training Standards	Pending - Certification Compliance WV Training Standards
Tactical Proficiency	100% Day Qual 100% Night Qual 100% Tactical	100% Day Qual 100% Night Qual 100% Tactical	100% Day Qual 100% Tactical 100% Baton Pending - Night Qual Pending - EVOC

Response to calls for Service

Calls for service are the primary service provided to the citizens of Morgantown. The response to those calls is tracked by MECCA 911 from the time the call is received to the actual Enroute/on-scene time of the officers. The city is divided into a variety of patrol zones and officers are assigned calls within those zones. Effectiveness of zone allocation and call response is monitored by the time it takes to respond to those calls within the patrol zone.

2010	2011	2012	2013
Average 1 Min 11 Sec	Average 1 Min 35 Sec	Average 1 Min 38 Sec	TBD
41,907 Calls	40,779 Call	39,818	34,073 (9/5/13)

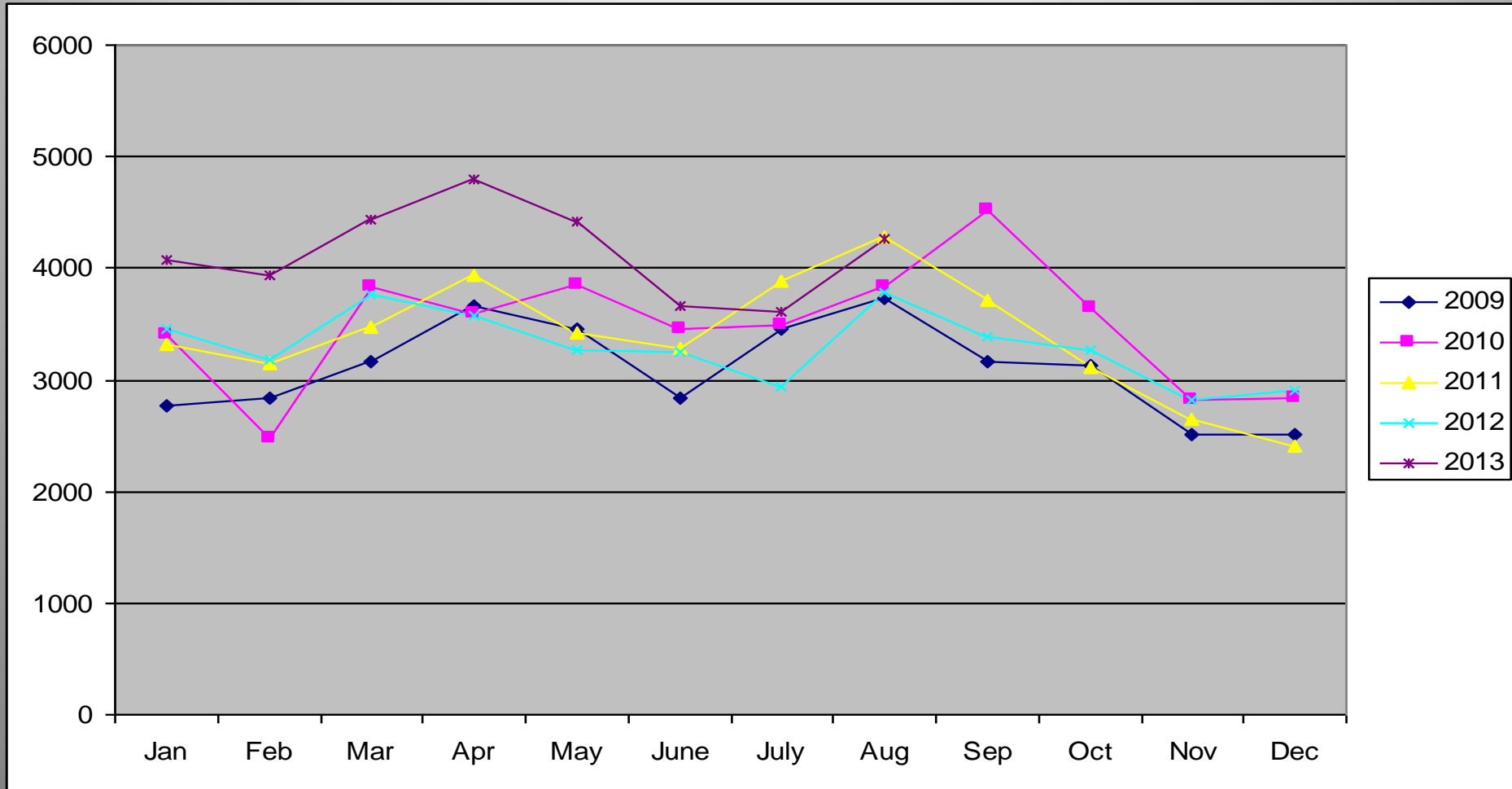
Victimization

Victimization is an indicator of how crime affects the public. There are a variety of ways to measure victimization, but as a means of simplicity the comparison of the arrests resulting from all cases and the victims from all cases gives a fairly accurate snapshot of total victimization.

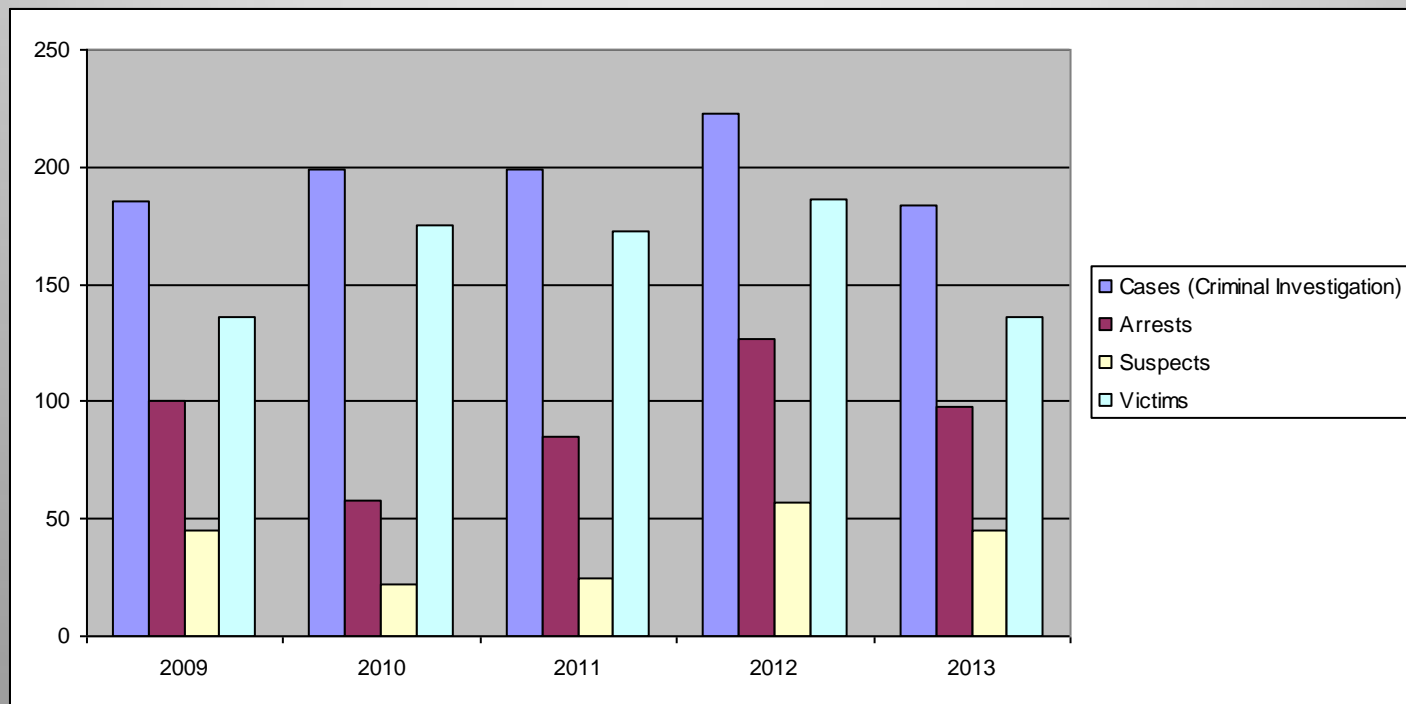
Specific crimes are analyzed separately

2010	2011	2012	2013
955 Arrests	950 Arrests	1389 Arrests	737 Arrests (7/22/13)
2762 Victims	2542 Victims	2602 Victims	1336 Victims (7/22/13)
2.89 Rate	2.68 Rate	1.87 Rate	1.81 Rate (7/22/13)

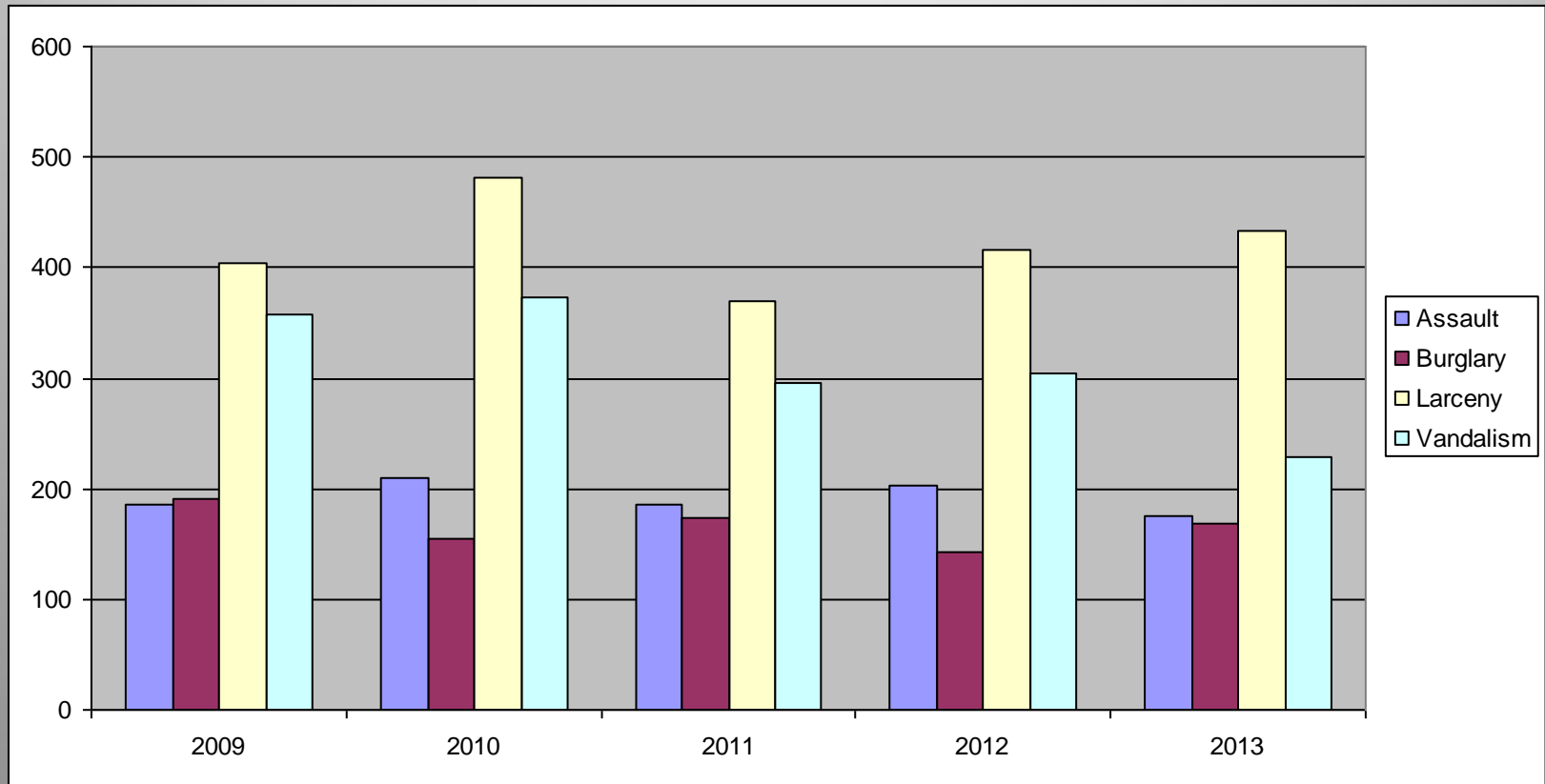
Month to Month Call Comparison by Year



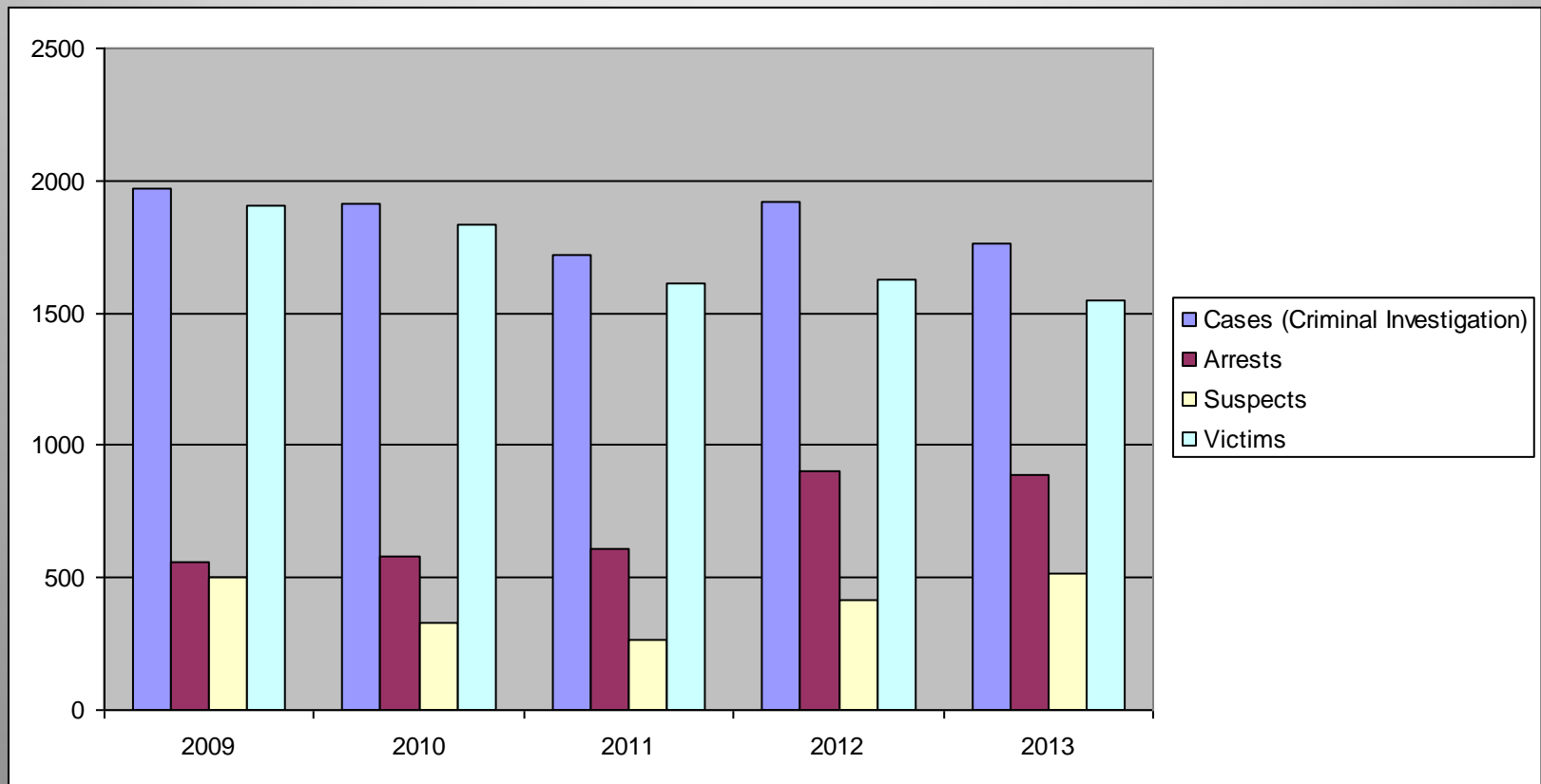
Cases and Results Aug 1-26



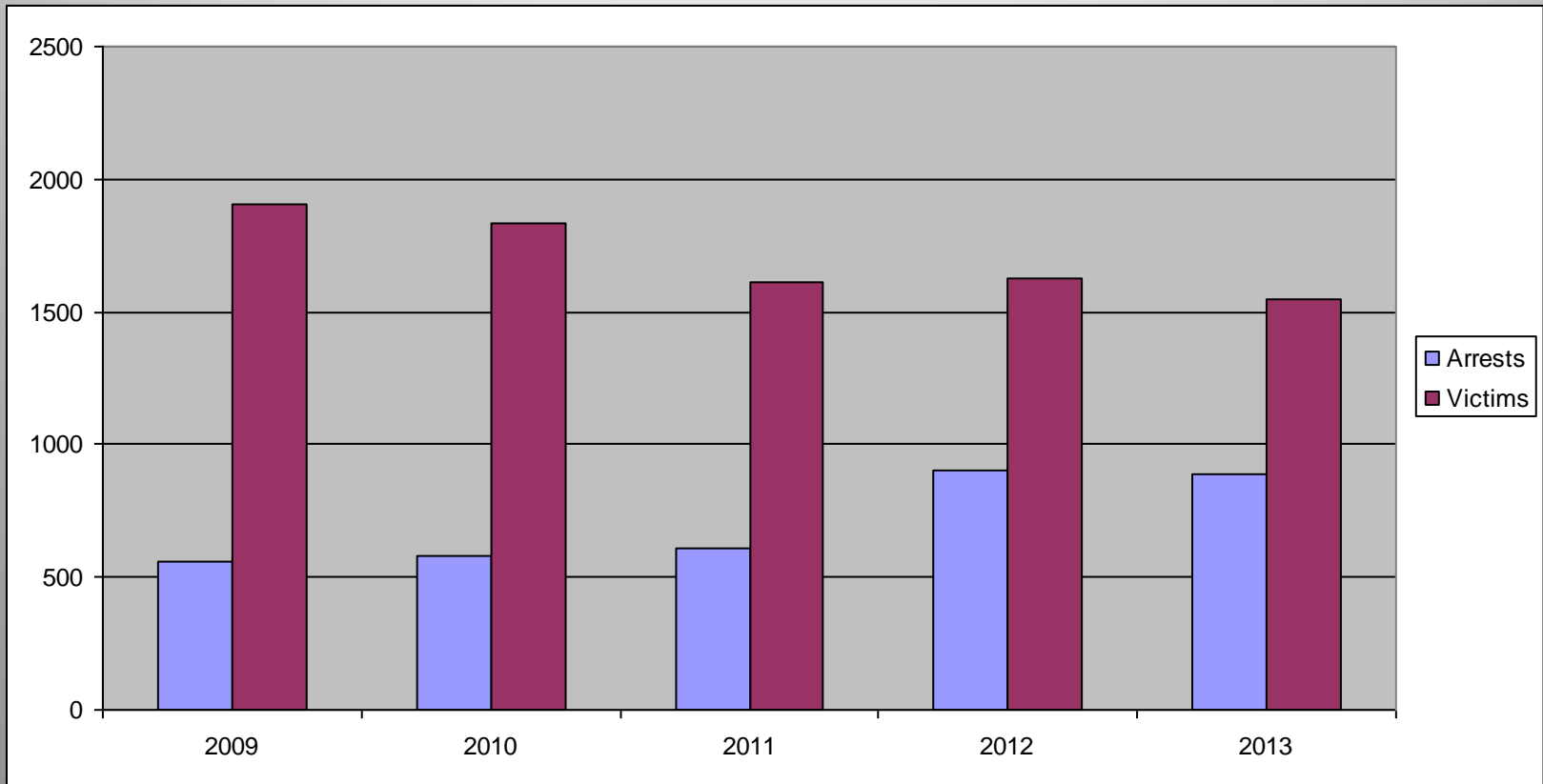
Part A Crimes YTD



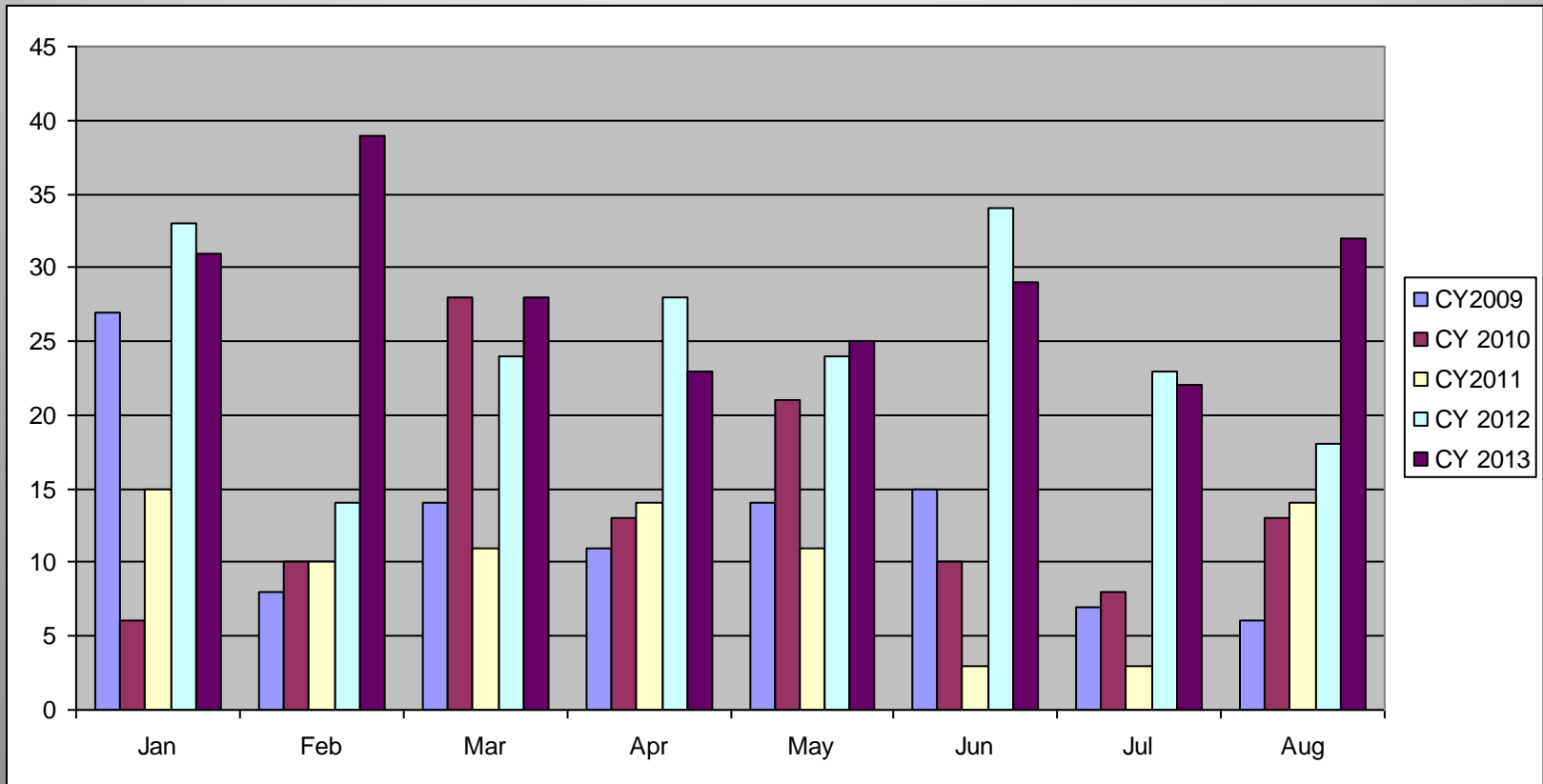
Cases and Results YTD



Arrest/Victim Comparison YTD



DUI Month to Month YTD





CITY OF MORGANTOWN
Public Works and Engineering

PUBLIC WORKS AND ENGINEERING MISSION

To enhance the quality of life, ensure public safety, and ensure mobility for all peoples by designing, advancing, and managing the City's public works infrastructure, resources, and related support services for today's needs.

PUBLIC WORKS AND ENGINEERING VISION

To promote a positive image of our community and a pleasant experience for visitors by ensuring safe and effective transportation system, effective first response operations, a reliable fleet, proficient plans review, economical public works project delivery, and a healthy and professional work environment for employees.

PUBLIC WORKS AND ENGINEERING METRICS

1. Safe and Effective Transportation System
2. Effective First Response Operations
3. Reliable City Fleet
4. Proficient Plans Review
5. Economical Public Works Project Delivery
6. Healthy and Professional Work Environment for City Employees

PUBLIC WORKS AND ENGINEERING METRICS TO MISSION

1. Safe and Effective Transportation System.

To serve the traveling public of Morgantown by safely maintaining and effectively developing various modes of the City's transportation infrastructure by insuring the existing infrastructure meets current safety and engineering standards and by building partnerships with stakeholders to insure the inclusion of all methods of travel.

PUBLIC WORKS AND ENGINEERING METRICS TO MISSION

2. Effective First Response Operations.

To serve the public with effective first response operations by continuing training of employees on First Responder responsibilities and duties and by insuring quick response time along with adequate personnel and equipment availability.

PUBLIC WORKS AND ENGINEERING METRICS TO MISSION

3. Reliable City Fleet.

To serve the public with a reliable fleet for response to public requests for services along with regular core services by maintaining the existing fleet in a prompt, efficient and professional manner and by anticipating future fleet needs by analyzing fleet condition and usage.

PUBLIC WORKS AND ENGINEERING METRICS TO MISSION

4. Proficient Plans Review.

To serve the citizens of Morgantown by performing plans review and issuing permits in a professional, prompt, equitable manner that reflects the appropriate engineering standards and other Federal, State, and local requirements.

PUBLIC WORKS AND ENGINEERING METRICS TO MISSION

5. Economical Public Works Project Delivery.

To serve the citizens of Morgantown by effectively managing City of Morgantown Capital Improvement Project contracts such that they are delivered on time and at or below budget.

PUBLIC WORKS AND ENGINEERING METRICS TO MISSION

6. Healthy and Professional Work Environment for City Employees

To serve the employees and citizens of Morgantown by ensuring that City of Morgantown's facilities are safe and provide a healthy work environment in a professional and prompt manner so that the appropriate governing codes and requirements are met and maintained.

PUBLIC WORKS AND ENGINEERING METRICS TO PERFORMANCE MEASURES

1. Safe and Efficient Transportation System.

(Construction Season)

- a. Tons of asphalt used to patch potholes
- b. Miles of asphalt streets paved
- c. Sq. yds. of concrete streets repaired
- d. Sq. yds. of sidewalk repaired/installed
- e. Signs installed/repaired
- f. Linear feet of curb painted

PUBLIC WORKS AND ENGINEERING METRICS TO PERFORMANCE MEASURES

1. Safe and Efficient Transportation System.

(Winter Season)

- a. Tons of salt applied
- b. Gallons of brine applied
- c. Miles of road plowed and treated
- d. Hours provided for SRIC
- e. Tons of temporary cold patch applied

PUBLIC WORKS AND ENGINEERING METRICS TO PERFORMANCE MEASURES

2. Effective First Response Operations

- a. Number of classes attended for training
- b. Response time for emergency services requests
- c. Manhours spent on emergency services requests
- d. Equipment and vehicles hours used for emergency services requests

PUBLIC WORKS AND ENGINEERING METRICS TO PERFORMANCE MEASURES

3. Reliable City Fleet

- a. Fleet availability rate
- b. Turnaround time for work orders

4. Proficient Plans Review

- a. Number and type of permits issued
- b. Turnaround time for permits issued
- c. Number of resubmittals and requests for additional information from applicant
- d. Number of Certificates of Occupancy approved
- e. Turnaround time for Certificates of Occupancy

PUBLIC WORKS AND ENGINEERING METRICS TO PERFORMANCE MEASURES

- 5. Economical Public Works Project Delivery
 - a. Number of contracts managed for City infrastructure
 - b. Dollar value of contracts managed for construction, maintenance and repair of City infrastructure
 - c. Contracts on schedule
 - d. Contracts at, over or under budget

PUBLIC WORKS AND ENGINEERING METRICS TO PERFORMANCE MEASURES

6. Healthy and Professional Work Environment for City Employees
 - a. Number of routine work orders completed
 - b. Number of emergency work orders completed
 - c. Turnaround time for completion of work orders

PUBLIC WORKS AND ENGINEERING PERFORMANCE MEASURES

	September 2013	October 2013	November 2013	Comments
Safe and Effective Transportation System (Construction Season)				
Tons of asphalt used to patch potholes				
Miles of asphalt streets paved				
Square yards of concrete streets repaired				
Square yards of sidewalk repaired/installed				
Signs installed/repared				
Linear curb painted				
Safe and Effective Transportation System (Winter Season)				
Tons of salt applied				
Gallons of brine applied				
Miles of road plowed and treated				
Hours provided for SRIC				
Tons of temporary cold patch applied				
Effective First Response Operations				
Number of classes attended for training				
Response time for emergency				
Manhours spent on emergency services requests				
Equipment and vehicle hours used for emergency service requests				

PUBLIC WORKS AND ENGINEERING PERFORMANCE MEASURES (cont'd)

	September 2013	October 2013	November 2013	Comments
Reliable Fleet				
Fleet availability rate				
Turnaround time for work orders				
Proficient Plans Review				
Grading permits issued				
Floodplain permits issued				
Right-of-way permits issued				
Turnaround time for grading permits				
Turnaround time for floodplain permits				
Turnaround time for right-of-way permits				
Number of Certificates of Occupancy approved				
Turnaround time for Certificates of Occupancy				
Economical Public Works Project Delivery				
Number of contracts managed for City infrastructure				
Dollar value of contracts managed for construction				
Contracts on schedule				
Contracts at, over or under budget				
Healthy and Professional Work Environment				
Number of routine work orders completed				
Number of emergency work orders completed				
Turnaround time for completion of work orders				



CITY OF
MORGANTOWN
Finance Department

Mission

Finance Department and Municipal Court

To provide the citizens, employees, and vendors of the City of Morgantown with quality and professional customer service through the receipt and disbursement of funds, financial reporting, effective budgeting practices, and management of assets.

Vision:

Finance Department and Municipal Court

The Finance Department will strive to provide quality financial accounting, budgeting and reporting information and recommendations to City Council, the City Manager, and all departments and agencies of the City of Morgantown. We will strive to analyze and promote accuracy, efficiency and professionalism within the department to make business practices as fair and simple as possible to support economic growth of and for the citizens and businesses of the City.

Finance Performance Measures

Measures:	FY 09 Actual	FY 10 Actual	FY 11 Estimate	FY 12 Proposed
Receive an unqualified audit opinion	Yes	Yes	Yes	Yes
Auditor Management Letter Comments	0	0	0	0
Auditor Internal Control Findings	2	0	0	0
Auditor Compliance Findings	1	0	1	0
Percentage of Rainy Day Funds to General Fund Budgeted Revenue	0.00%	0.00%	0.00%	1.03%
Fire Fee Collection Rate	TBD	TBD	TBD	TBD
Fire Fees Invoices Processed	TBD	TBD	TBD	TBD
Fire Fee adjustments due to input error	TBD	TBD	TBD	TBD
B&O Tax Returns Processed	TBD	TBD	TBD	TBD
Voided B&O bills due to input error	TBD	TBD	TBD	TBD
Accounts Payable Checks Processed	TBD	TBD	TBD	TBD
Voided Vendor Checks due to A/P error	TBD	TBD	TBD	TBD
Payroll Checks/Direct Deposits Processed	TBD	TBD	TBD	TBD
Voided Payroll Checks due to P/R error	TBD	TBD	TBD	TBD
Pension Checks/Direct Deposits Processed	TBD	TBD	TBD	TBD
B&O Late Letters Prepared	TBD	TBD	TBD	TBD
B&O Proposed Assessments Prepared	TBD	TBD	TBD	TBD
B&O Assessments Prepared	TBD	TBD	TBD	TBD
B&O Liens Filed	TBD	TBD	TBD	TBD
% of General Fund Departments at/below budget at year end	TBD	TBD	TBD	TBD

Finance Performance Measures

Risk Management Measures

- Automobile liability claims
- Automobile liability claims – No fault of the City
- Automobile physical damage claims – includes collision and comprehensive
- Non-Automobile claims
- General liability claims – No fault of City
- Local government general liability claims
- Law enforcement liability claims
- Property claims
- Public official liability claims
- Workers Comp injury claims
- Workers Comp injury – work days missed



Metrics Brief
September 9, 2013

Morgantown Municipal Airport

Vision:

To be the Airport of Choice for Commercial Airline Passengers, Business Aviation, Personal Aviation, and Military Aviation in the Greater Morgantown Area.

Mission:

To provide the necessary facilities to support the aviation needs of the Greater Morgantown area; to safely and effectively maintain and develop those facilities; and to provide services and staff to support the needs of the customers using those facilities.

Metrics

- **Federal Aviation Administration Part 139 Compliance:** Part 139 compliance is the FAA's regulatory requirement that provides for the continued use of an airport by commercial airline and also meets the lesser requirements for military, charter and general aviation operations.
- **Transportation Security Administration Compliance:** TSA Compliance is required for Commercial Service Operations.
- **Passenger Boardings:** Number of passengers outgoing on commercial airline and charter flights, also known as enplanements.
 - 10,000 Boardings = \$1,000,000 in FAA Grant funds for Capital Development.
- **Flight Operations:** Landing, takeoff, hover taxi and airship taxi that are weighted by type such as military, commercial and general aviation. It justifies the continuation of an FAA sponsored control tower which is a requirement for a Part 139 airport. The cost to the city to maintain a tower should operations fall below appropriate level is \$60,000 per year.
- **Airport Revenues:** Airport revenues provide most funding for Part 139 Compliance and Sustainment for all Services. Revenues include:
 - Fuel Sales
 - Rentals
 - Services

MGW Performance Measures

Airport Performance to Metrics

	2012	2013	% Change
Airport			
FAA Part 139 Compliance / Maintenance			
Inspection Discrepancies	5	4	- 25%
Training Complete (staff)	10/11	10/10	+9%
Airfield Maintenance Expenditure	\$59,257	\$14,687	-75%
Equipment Maintenance Expenditure	\$12,914	\$11,543	-11%
Building Maintenance Expenditure	\$15,759	\$15,336	-1%
TSA Security Plan Compliance / Maintenance			
Inspection Discrepancies	0	0	0%
Enplanements			
Commercial Airline	9,187	9,800 (est)	+6.7%
Charter Air	882	500 (est)	
Flight Operations	42,114	32,150 (est)	-23%
Incidents / Accidents			
Aviation			
Incidents	3	5	+67%
Accidents	0	1	+100%
Work Place			
Lost Work Time Accidents	1	0	-100%
Airport Revenues	\$416,087	\$422,764	+2%
Airport Fixed Base Operator			
Equipment Maintenance Expenditure	\$4,799	\$6,272	+31%
Fuel Sales Revenue	\$2,158,131	\$1,823,698	-15.5%
Gallons	419,884	353,898	-15.7%
Line Services Revenue	\$88,807	\$91,852	+3.4%
Total Revenues	\$2,246,938	\$1,915,550	-14.7%

The Office of the City Clerk

MORGANTOWN CITY CLERK

MISSION STATEMENT

The Mission of the City Clerk's Office is to manage and preserve the official records of the City; to assist the public in accessing public documents and information; to support the needs and requirement of City Council; to administer all Elections held in the City; and to provide these services in a manner that is high quality, efficient, fair and courteous.

MORGANTOWN CITY CLERK

VISION STATEMENT

The vision of the City Clerk's Department is to develop cutting edge systems for exceptional value to better support citizens, City Council, colleagues and our profession; to maintain excellence in the area of records management and grow into current technology that will give access to the public, showing our government is being transparent.

METRICS

SUPPORT COUNCIL:

- 1. All required legal postings, including agendas, minutes are posted in compliance with state law**
- 1. Accurate accumulation, preservation, and accessibility of official City documents**
- 2. Accurate and timely preparation of Council Meeting packet materials**
- 3. Advance document accessibility through technology**

CURRENT PROGRAMS AND SERVICES

- ***CODIFICATION***
- ***ARCHIVES***
- ***CITY COUNCIL & MEETINGS***
- ***CIVIL SERVICE***
- ***ELECTION***
- ***OTHER CORE FUNCTIONS***

PERFORMANCE MEASURES

City Clerk's Office	2011	2012	2013	% Change 11-12	% Change 12-13	Notes
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Council Meetings

Regular	24	24	24	0.00%	0.00%	2013: Count is based upon the number of meetings that are currently scheduled to take place .
Special	1	6	5	500.00%	-16.67%	
Committee of the Whole	10	11	10	10.00%	-9.09%	
Conference Sessions	1	5	0	400.00%	-100.00%	

Records

Ordinances	51	56	46	9.80%	-17.86%	2013: Count is up to September 1st, 2013
Resolutions	24	35	16	45.83%	-54.29%	

Civil Service Commission

Fire

Tests	0	1	1	100.00%	0.00%	
Promotions	2	1	1	-50.00%	0.00%	
Grievances	0	0	0	0.00%	0.00%	

Police

Tests	0	1	1	100.00%	0.00%	
Promotions	0	2	1	200.00%	-50.00%	
Grievances	0	0	0	0.00%	0.00%	

Municipal Election

Voter Statistics

Registered Voters	16,621	-	16,622	0.01%		2011: Vote by Mail reason for increase, not indicative of any trend in traditional balloting.
Total Votes	3,699	-	2,080	-43.77%		
Percentage of Elecorate	22.25%	-	12.06%	-45.80%		

Detail of Total Votes

Early Votes	-	-	495			
Election Day Votes	-	-	1,588			
Provisional	-	-	6			
Absentee	-	-	8			

Communications

- Metrics:
 - Web Page additions
 - Web Page visits
 - Press Releases
 - Newsletters sent to residents
 - Number of clicks on newsletters
 - Channel 15 updates
 - City Facebook statistics

Information Technology

- Metrics:
 - Number of computer trouble work orders
 - Number of up-to-date computers
 - Number of third party software troubleshooting work orders
 - Number of Technology Plan goal milestones achieved

Urban Landscapes

- Metrics:
 - Number of baskets planted / season
 - Footage of landscaped area maintained
 - Number of trees trimmed
 - Number of community relationships maintained for